



2023 Annual Report

General Purpose Financial Report
For the year ended December 2023



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ROCKINGHAM MONTESSORI SCHOOL

Rockingham Montessori School is proud to offer a nationally accredited Montessori Program.

RMS campuses form small, close-knit communities, and children benefit from low student-to-teacher ratios.

Our programs include

- Infant Toddler Programs at the Ar Rukun Mosque Rockingham and the Lakelands Infant Toddler Program, Lakelands Community House.
- Primary schools at Rockingham and Port Kennedy
- Adolescent Program located in Port Kennedy.

At the end of 2023 Rockingham Montessori School had a total of 341 students attending our schools and 23 children participating in our off-site Infant Toddler Programs.

In keeping with RMS's seaside location and focus on inclusivity, all our Primary School classrooms are affectionately named after sea creatures and local wildflowers with our Adolescent Program advisories incorporating the Noongar names for both land and sea creatures.

“The goal of early childhood education should be to activate the child's own natural desire to learn.”

Maria Montessori





MISSION STATEMENT

To provide a Montessori environment in which the needs of the whole child are met in a nurturing, safe, caring school, by encouraging independence, mutual respect and self-discipline so that students are prepared to take their place in the global community.

SCHOOL VALUES

Love of learning, independence and collaboration, and respect for self, others and the environment lie at the core of Montessori philosophy. Respect, integrity and, speaking and acting with kindness are important values at our school. Children and teachers develop a social contract based on these values to create an environment conducive to work and growth.

Our mission and values guide the activities of children, parents, staff and volunteers within our school community.

EDUCATION AND CURRICULUM

Our School delivers the Australian Montessori Curriculum through to eighteen years and we have achieved Montessori Australia's top accreditation through the Quality Assurance Program. In 2023 staff undertook the Montessori Schools and Centres Australia's (MSCA) Genuine Montessori Pathway to set targets for improvement. This process provided staff with a tool to review all areas of school practice through a Montessori lens and enabled the development of target focus areas for our School Development Plan.

Across the school, classes are arranged in three-year age spans, according to Dr Montessori's scientific observations of the different developmental stages of children. Within our Adolescent Program students also use the Big Picture learning frameworks to guide curriculum specialisation and our Senior School students upload their work to the Ruby Platform, developed by Big Picture Learning Australia to allow for direct university application.

Plane of Development	Class Cycle	Age Range
Infancy	Infant Toddler Program	1 to 3 years
	Children's House	3 to 6 years
Childhood	Lower Primary	6 to 9 years
	Upper Primary	9 to 12 years
Adolescence	Middle School	12 to 15 years
	Senior School	15 to 18 years

These groupings meet the needs of the children and create a sense of community. The older child learns through teaching the younger child. The younger child is inspired to do more advanced work by having the older child in the environment. Each child's education program is individualised and carefully monitored and recorded. All children are assessed informally and formally in each phase of their education and we follow all mandated forms of assessment as directed by the State and Federal Government.



EDUCATIONAL ENRICHMENT

Along with providing a quality Montessori classroom education, Rockingham Montessori School enriches the experience of our children through the following:

COMMUNITY

- Cooking activities
- Electronic Communications
- Community Spirit Committee
- Gardening activities
- Healthy eating practices and activities
- Non-government school psychologist services
- Parent Education Evening
- Parent Liaison roles
- Parent Observations
- Performing Arts Events
- School Meetings
- Collaboration with community groups eg Narragebup
- Sustainable practices- reduce, reuse and recycle
- Work experience for TAFE and University students
- RMS Student internship placements

CURRICULUM

- Excursions and Incursions
- Teachers Registration Board registered teachers
- Montessori National Curriculum
- Montessori trained staff
- Performing arts
- Specialist equipment and materials
- Music program and music specialist teachers



STUDENT NUMBERS, ATTENDANCE AND DESTINATIONS

The number of students increased from 301 students at the end 2022 to 341 students in December 2023. The largest increase was in the Adolescent Program.

Student retention also increased in 2023 across all areas of the school. In 2023, 34% of our students in the Adolescent Program had come through from our Primary School.

Increase of students at RMS since opening the Port Kennedy sites				
	Rockingham PS site	Port Kennedy PS site	AP site	Total increase
Feb 2022	124 students	58 students		
Sept 2023	146 students	64 students		
	(22 students)	(6 students)		
June 2022			105 students	
Sept 2023			123 students	
			(18 students)	
				46 students

STUDENT ATTENDANCE

Student attendance rate is defined as a number of actual full-time equivalent student days attended by full-time students in Years 1–10 as a percentage of the total number of possible student days attended over the semester one period.

Student Attendance Rate	Percent
All students	85%
Indigenous students	87%
Non-Indigenous students	85%

GRADUATION AND TERTIARY ENTRY

Over the year we focused on developing strong university pathways through Big Picture Portfolios throughout the Senior School. This has seen a significant increase in the number of students with tertiary aspirations with the significantly increased level of graduates receiving tertiary offers. Our goal is for all students to reach their potential and to aim for excellence, and our Senior School students are modelling this ethos.

Year of Graduation	Number of Graduates	Graduation attainment	University attainment
2015	4 students	4 WACE recipients	3 tertiary placements
2016	2 students	2 WACE recipients	1 tertiary placement
2017	3 students	2 WACE recipients	1 tertiary placement
2018	3 students	2 WACE recipients	2 tertiary placements
2019	3 students	2 WACE recipients	2 tertiary placements
2020	5 students	4 WACE recipients	1 tertiary placement
2021	11 students	10 WACE recipients	6 tertiary placements
2022	4 students	WACE no longer delivered	1 tertiary placement
2023	9 students		7 tertiary placements
Total	44		

REPORTING TO PARENTS AND PARENT SATISFACTION

We provide formal written reports aligned to the Montessori National Curriculum for students and parents each semester. These reports enable parents to gauge their child's progress and are a source of pride for students. Reports are a time of celebration of the child's achievements and are a positive experience for all parties involved.

Parent-teacher interviews are conducted at the end of each semester after reports are sent home. These interviews provide an opportunity for the teacher to report verbally to the parents and for parents to ask any questions. The teacher will go through the report and explain the comments.

Students in the relevant age groupings undertake the National Assessment Program in Literacy and Numeracy (NAPLAN) and the WA Online Literacy and Numeracy Assessments (OLNA). While formalised assessment is not usually undertaken in this format within a Montessori classroom, students are encouraged to see this process as another job that they would undertake in their regular school program and a minimalised approach is taken to the results of these tests. Our OLNA results for the past three years demonstrate a strengthening in the levels of 3's scored in the first round of testing which occurs in Year 10.

COMMUNITY SPIRIT

Parents are heavily involved, with a large amount of volunteer work undertaken throughout the year. Many families give time and effort to develop a strong and cohesive School community. These voluntary contributions are highly appreciated.

In 2023, the following events were arranged by our Community Spirit;

- Weekly Snack and Chat events held at Rockingham and Port Kennedy sites, including book van and open mic events
- Regular lunch orders including sushi and subway wraps
- School disco
- Walk to School Day at Rockingham and Port Kennedy
- Montessoiree School Fair
- Carols on the Green,
- Book Club and two book fairs.

These events were all well attended and helped to build school cohesion and engagement by and for families.

The school buzzes with an atmosphere of purpose and cohesion. All families are united by a passion for their child's wellbeing and education. This creates an environment of like-minded families, all striving positively forwards.

SCHOOL SURVEYS

Student and parent surveys were completed for the whole school in 2023. The most highly rated areas for satisfaction were Teaching Standards, Values & Culture, Learning Environment and Student Engagement. General, Learning & Extension, Co-curriculum and Pastoral Care/Wellbeing were highlighted as requiring attention. The school responded to similar results in 2022 by developing three program coordinator roles and appointing a wellbeing officer in 2023. These roles support pastoral care and curriculum development for all students. The success of this strategy in the first half of the year was reduced by high staff turnover. With stable teams developed at the beginning of term four, it has been possible to review and implement processes to support diagnosis, the development of tailored programs for students with special needs and funding applications.

Key Area	Satisfaction	Variance
Teaching Standards	3.89	5%
Values + Culture	3.88	5%
Learning Environment	3.87	4%
Student Engagement	3.84	4%
School Communication	3.83	3%
Parent Engagement	3.81	3%
Reporting	3.79	2%
Student Transition	3.75	1%
Homework	3.72	0%
Curriculum	3.68	-1%
Resources + Facilities	3.65	-2%
Leadership + Direction	3.58	-4%
General	3.56	-4%
Learning + Extension	3.47	-6%
Co-curriculum	3.39	-9%
Pastoral Care/Wellbeing	3.36	-9%
Average Score	3.71	

Excellent
Good score
Requires attention
Immediate action
Above average
Below average

The key positive themes identified in the student survey were:

- At Rockingham Montessori School, I am encouraged to do the best I can.
- Staff at Rockingham Montessori School show respect for each other.
- My teachers tell me when I do something really well.

Key Area	Satisfaction	Variance
School Communication	3.86	8%
Co-curriculum	3.80	6%
Values + Culture	3.76	5%
Student Transition	3.75	5%
Learning	3.88	3%
Student Engagement	3.66	3%
Homework	3.66	3%
Reporting	3.64	2%
Curriculum	3.60	1%
Teaching	3.58	0%
Resources + Facilities	3.49	-2%
Leadership + Direction	3.49	-2%
General	3.47	-3%
Parent Engagement	3.30	-8%
Environment	3.27	-8%
Behaviour	3.15	-12%
Average Score	3.57	

Excellent
Good score
Requires attention
Immediate action
Above average
Below average

Students were concerned that not all of the students were well behaved in class along with not all students keeping the grounds clean and tidy. In the Adolescent Program, there appears to be a correlation between student behaviour and staffing instability. The School supported five Adolescent Program staff members to study the 12 – 18 AMI Diploma, which required a significant amount of class observation across all schooling years and included ten days in a 12-18 years location excluding RMS. For this to occur, relief staff was required for fifteen of the forty weeks in the school year, leading to student behaviours that were not always aligned to our Appropriate Behaviours Policy. In future, staff training will be staggered to avoid this situation.



BOARD REPORT

Office bearers for 2023 were as follows:

Chair:	Kristina Lemson
Vice Chair:	Evan Darcy
Secretary:	Emma Taylor
Treasurer:	Rachel Walker
Ordinary Member:	Kendall Drew
Ordinary Member:	Bill Conway
Principal (non-voting)	Vanessa Aikins

CHAIR REPORT

The Board is the School's governing body. It oversees governance and policy, and employs the Principal, who is responsible for day-to-day operations. The Board consists of independent professionals, parents of the School and the School principal, who has a non-voting position. Members are nominated and elected each year at the RMS Annual General Meeting, and vacancies that arise at other times are filled by co-option via unanimous agreement of the Board.

In 2023, the Board had 11 meetings. The Finance sub-committee met 10 times. Office Bearers in 2023 were

Chair: Dr Kristina Lemson
Vice Chairman: Mr Evan Darcy
Secretary: Ms Emma Tayler
Treasurer: Ms Rachel Walker
General Member: Ms Kendal Drew
General Member: Mr Bill Conway

Principal: Vanessa Aikins

In 2023, the Board prioritised consolidation on the significant changes brought by the opening of the Port Kennedy campuses and building long-term financial stability. We continued to support the School's investment in staff development via Montessori training and delivery of Montessori diploma courses in Western Australia, and the involvement of the Principal in the peak national body for Montessori Schools and Centres (MSCA). Renovations at the Rockingham campus were identified as a key need and a successful application for external funds has enabled the first stage, which began in December 2023.

The Board is pleased that the decision to implement TASS had a positive impact on the management of enrolments, finances and staff workloads.

In the later half of the year we negotiated the purchase of an early learning centre in Port Kennedy. This fulfils a long-term aim of RMS to provide the full scope of Montessori education, across the 3 planes from 0 to 18 years. Seeing this come to fruition is an exciting step for the School and we hope it will contribute to both the educational and the financial aims of RMS.

The Board has continued to work towards another key element of the RMS vision, by progressing plans for the School's properties in Karnup. As noted in 2022, high-level changes to planning approaches at State and regional level changed the boundaries within which we can operate, and some readjustment has been necessary. Maintenance works were completed and discussions with the Rockingham City Council lead to the formulation of a series of options to be explored further into 2024.

As Chair, the highlight of my year was accompanying staff and students to the Association Montessori International (AMI) congress in Thailand, where the impact of our students was palpable. Four senior students made an outstanding presentation to the main congress, in which they exemplified the outcomes to which Montessori education aspires. The congress also highlighted to me how RMS is, indeed, a leader in Montessori education, and the key contributions of our Principal and staff to that standing.

In closing, I express my thanks to the Board members, staff and others in the RMS community for your insightful contributions during 2023, and hope that you will continue to contribute into the future.

FINANCIAL SUMMARY

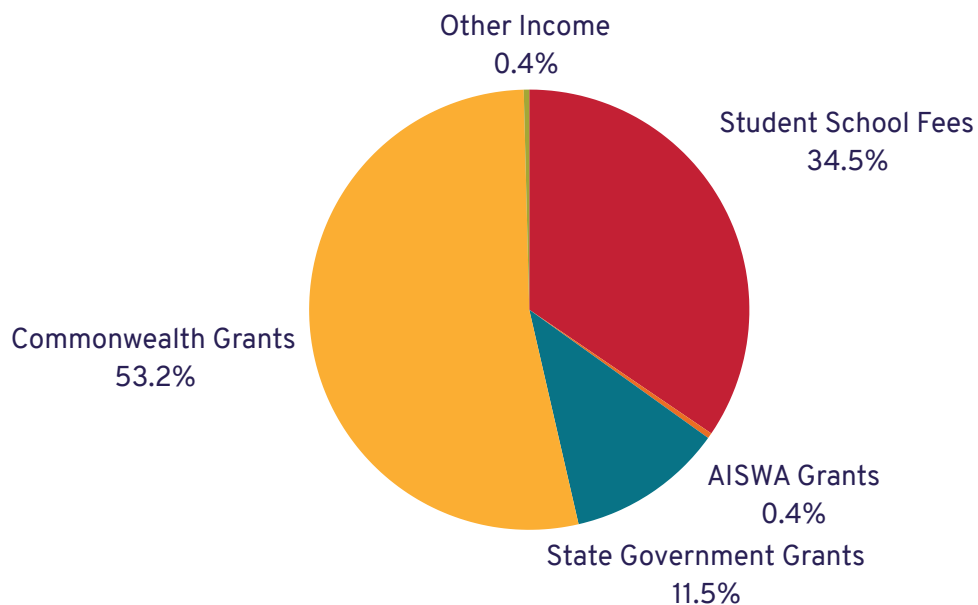
Audited Accounts for the year ended 31st December 2023 show the school continues to trade profitably when adjustments for depreciation are considered.

Commonwealth student-centred funding and school fees represent almost 88% of income, with grants from various sources making up most of the remainder. Enrolment numbers have continued to increase, leading to an increase in Commonwealth funding.

The largest expenditure items are staff salaries and other staff-related costs. Changes in School structure over the 2022-2023 period have been reflected in changes to administration staffing, and commitment to ensuring a highly trained workforce has seen an increase in supports offered to staff to complete Diploma studies. The School has settled a number of outstanding workforce issues.

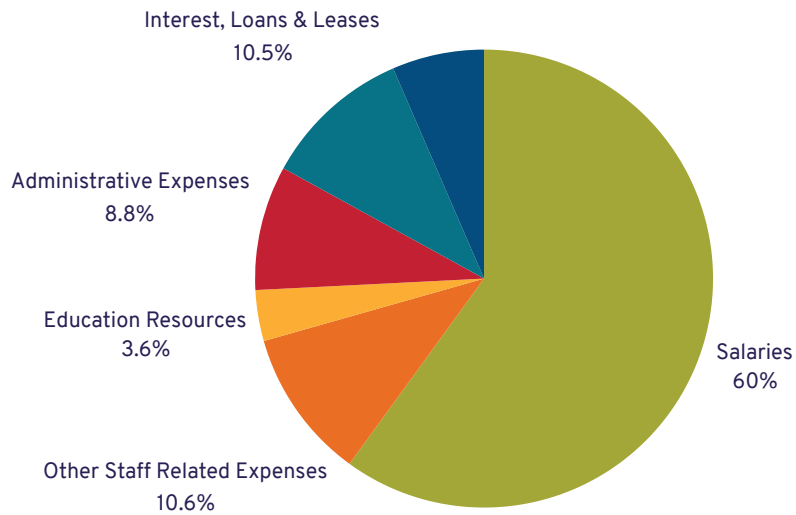
A key project in 2022-2023 has been the implementation of TASS

Rockingham Montessori School 2023 Income



The expenditure relating to staff salaries and other staff related expenditure continues to remain our largest expenditure. Investment in staff has been increased to ensure that a variety of activities can be offered to the students.

Rockingham Montessori School 2023 Expenditure





The school continues to maintain the leases on three sites in Port Kennedy. Leases were accounted for under Australian Accounting Standard AASB 16 Leases. We are required to capitalise the value of the lease and then have a corresponding liability for the lease payments. This is required to give more information to interested parties on the leases the school is liable to pay. This “Right of Use” asset is then amortised over the life of the lease. The School has a commercial bill that was originally sourced to secure the purchase the Karnup properties. Any excess funds the school has at any time are offset to this bill to keep the interest cost low. In 2021, the commercial bill facility was increased to \$2,537,000 to enable the school to fund the developments at Port Kennedy. Quarterly capital repayments of \$50,000 commenced in March 2023. The balanced owed as at December 2023 was \$2,068,479.

In 2023 we continued to roll out the various different areas of the TASS system that was introduced in 2022, including billing, the staff kiosk and payroll processing. This has allowed us to streamline accounting processes and provide additional support to the teachers, as well as ensuring administrative procedures are more robust.

In 2023 the school was successful in obtaining Capital Grant funding to upgrade the Rockingham site. These works commenced during the summer break and are due to be completed in May 2024.

PRINCIPAL'S REPORT

Throughout the year we had several staff members undertake Montessori studies. Franzi, Carla and Sam all completed the Association Montessori International (AMI) 3-6 Diploma. Simmi, Sayantika and Serena completed the Montessori Institute 3-6 Diploma and Jenny, Nikki, Martin, Leo and Jade all continued their AMI 12-18 Diploma with a completion date at the end of January 2024. We thank staff who supported and made this training possible by either providing workshops, having their rooms set up for silent journeys, hosting staff for observations or practicum classes, preparing materials for the training rooms and generally assisting these staff with their studies. Rockingham Montessori School is proud to have hosted the AMI 3-6 and 12-18 Diplomas which for the very first time were delivered in Western Australia. Eight staff travelled to Bangkok to attend the 29th AMI International Congress.



Senior School students undertake an annual Odyssey or extended camp/school on the road experience. This year students worked in groups to design and prepare for these events as they were provided with the opportunity to have various tailored experiences rather than a whole group odyssey. Eight students attended the AMI International Congress in Thailand where four students presented to the entire congregation. Following the Congress the group travelled to Chang Rai to join the students from Pitisuka Montessori School for classes for two days. Two students attended Wa Ora Montessori School in Lower Hutt, New Zealand for a student exchange for four weeks. May was a busy time for our students going on camp. Lower Primary students went to Point Peron Camp School for the first week of May, the Middle School Expedition took place in Busselton in the second week and the Upper Primary camp was held at Woodman Point camp site in the third week of May.

Nature Based Play completed the second stage of the Port Kennedy playground by installing a rope structure and loose parts mia mia experience. A portable toilet was also installed at the playground site.

Four sea containers with adjoining gates were installed to create a courtyard at the Adolescent Program site and later in the year a shade house with reticulation was added to ensure the indoor plants could be well looked after over the term breaks. This compound area now safely houses our school bus.

Students from the Adolescent Program harvested the bee hives at the Karnup site twice during the year. The students bought the liquid gold back to the high school site where students then bottled the honey whilst a group designed labels and marketing materials to sell the produce. AP students competed in the Pedal Prix at the Perth Airport Driver Ed facility and also at the Busselton foreshore. Our Adolescent Program students worked with artist in residence Jodie Davidson, to create a mural of the Timeline of Life throughout the Adolescent Program building.



Throughout the year we had numerous Parent Education sessions with a range of topics including a cyber safety presentation from Linewise.

The Montessori Picnic in the Park was postponed in March due to rain and was held in November. The Montessori School, Casa Mia Montessori School and Perth Montessori School all attended with RMS. The School's Sports Day was also postponed to Term 4 due to wet weather and the School Photos were taken in April. Students across the school enjoyed swimming lessons in term four at the Rockingham Outdoor Swimming Pools.



2023 was a year of consolidation for the school and as such there was a focus on upgrading shelving and equipment across the Rockingham Primary School campus. Storage cupboards were installed in the Dugongs and Turtles classrooms. Plans were drawn up for the multipurpose/staff room facility and the school successfully applied for a capital grant securing \$110,000.00 for these works which commenced in December.

A major focus across the school was the implementation of the TASS Student Information System. The movement of all staff, student and school records onto this electronic system took the year and our administration team also worked on scanning all archived school records to ensure we moved to a paperless system. This now enables historical record retrieval at the click of a button and reduces archiving related costs. TASS was used for reporting in Semester 2 and individual mapping for student progress on standardised assessments such as On Entry, NAPLAN, OLNA, Pat testing etc. commenced being uploaded to the system to show teachers the student's progression against state and national data. NAPLAN assessments were undertaken earlier in the year across the nation and again we saw great progress in the number of Year 10 aged students achieving Level 3 on OLNA in their first round of assessments.

The development of a Reconciliation Action Plan was workshopped at our mid-year full staff meeting and work commenced on forming a RAP team.

The School's Out of School Hours Care program (OSHC) struggled to find staff to run this service across both the Rockingham and Port Kennedy Primary School sites and a decision was made to transfer the service delivery to Our Place OSHC and Pre Kindy due to difficulties with RMS finding a suitable coordinator.

The decision was made to use Transparent Classroom as an internal student mapping program only and to use TASS for student reports going forward. This was based on the Transparent Classroom trial which proved to be a substantial additional daily workload for teachers. Currently, teachers upload student progress weekly during their DOTT time however to report on Transparent Classroom the program would be open at all times to parents and it was felt questions would be asked as to why this data was not being uploaded daily.

An offer to purchase the Nippers Childcare Centre in Port Kennedy was accepted and settlement of this service was scheduled for January 2024. The aim of this purchase was to provide more children with Montessori education whilst having a daycare option for our youngest children that was Montessori based. The centre was set up to run independently from the school however payroll and accounts are to be managed by RMS admin.

In September eighteen students from our Adolescent Program and Upper Primary represented the school at the Act-Belong-Commit YOHFest (Youth On Health Festival) which was held at the Mandurah Performing Arts Centre. Twelve Senior School students attended an information session at Constitution House for the Yes vote and this opportunity was arranged by one of the students. The Senior School Formal also took place at AQWA in Hillarys.



In Term 4 we held the first Montesoiree at the Adolescent Program site. This whole school event was the brainchild of Lara Schlipa, one of our parents from the Rockingham Primary school site and active member of our Community Spirit. The event had a stage for student and family performances, there were activities for all ages, along with stalls and foods/drinks prepared by the students. Due to the success of the event it is proposed this annual event will be held around Maria Montessori's birthday as a whole school celebration going forward. We thank all of our families who have contributed to community Spirit events over the year and as always we finished the year with a wonderful Carols on the Green event held at our Karnup site.

In November we established the Information Technology Committee consisting of the following members; Principal, an Associate Principal from both the Primary School and Adolescent Program, Business Manager, teacher, student, Marketing Officer and IT Officer. This committee will meet quarterly and oversee IT policy and procedures, maintaining the IT asset register for hardware and software programs, TASS, Transparent Classroom, School App, IT budget and staff training.

In December we had our largest number of graduates to date. We had twenty Rockingham Primary School graduates, eight Port Kennedy Primary School graduates and eleven Adolescent Program graduates. At the end of the school year five of our Adolescent Program graduates had secured places at university in the areas of marine biology, science, arts, primary school teaching and psychology. Kaidence, our teacher bound graduate, received a \$16,000 scholarship from Murdoch University and it is her intention to complete her Montessori diploma once she has finished her Bachelor of Education.

Vanessa Aikins - Principal



STAFFING

RMS values our highly motivated, diverse and committed staff. All teachers hold a minimum of a Bachelor of Education or Diploma of Education and meet requirements for Working with Children's Card and Teachers Registration Board certification. In 2023 the school employed 89 staff: 42 teachers, 32 EAs, 12 admin staff. Of these 43 were Full Time and 46 were fractional appointments.

Administration Staff

Principal	Vanessa Aikins
Business Manager	Amanda Hunt/Andrew Evans
Payroll Officer	Dee Dance/Karen Austen
Receptionist	Debbie Nye
Accounts Officer	Gina Tribbeck
Enrolments Officer	Tanya Parkinson/Freya Olsen
Adolescent Program Administration	Wendy O'Dea

Senior Leadership

AP Associate Principal	Tony Gillespie
Port Kennedy PS Associate Principal	Jodie Phillips
Rockingham PS Associate Principal	Jodi Kerslake

Infant Toddler Program

Rockingham	Orla Dineen
Lakelands	Carla Darcy/Claudia Garner-Scruph

Children's House

Children's House Coordinator	Ayesha Meer
Dolphins Teacher	Debbie Dwyer/Serena Zen (EA Renea Russell/Carla Darcy & Nurjana Momunkulora/ Bec Schrivner/ Helen Weckman)
Penguins Teacher	Franzi Brauschke (Sam Fuller)
Seahorse Teacher	Ayesha Meer (EA Shelley Diamond & Nurjana Momunkulora/ Bec Shrivner)
Kara Teacher	Simmi Madjanit (EA Sayantika Chakra)

Lower Primary

Primary School Coordinator	Claire McCaskie
Jelly Fish Teacher	Robyn Walker (EA Mark Simms)
Starfish Teacher	Vanita Sutherland (EA Lizeth Palomino & Regan Waymouth)
Sea Lions Teacher	Manmeen Kaur (EA Kaitlyn Todd)
Mooja Teacher	Di Edmonds/Nicola Pearson (EA Nicole Fenton-Clark)



Upper Primary

Dugongs Teacher

Claire McKaskie
(EA Jessica Simmons)

Turtles Teacher

Ruth O'Dwyer/Lucy Beadle
(EA Zahhira Baleem/Amanda Oldridge)

Janda Teacher

Venus Olsen
(EA Emma Thomsen/Lizeth Palomino & Carla Darcy)

Adolescent Program

AP Program Coordinator

Antony Pritchard/Michelle Langley/Jade
Cowderoy/Lisa Wells

Maambakoort Sub school

Kwila Advisor

Mark Dove (Humanities)

Boodalong Advisor

Jenny Short (Phys/Health Education)

Djildjit Advisor

Leo Keith (Digital Technologies)

Manyin Advisor

Jade Cowderoy / Lisa Wells (Humanities /Generalist)
Nikki O'Neil/Danna Checksfield/

Maarmong/Bamba Advisor

Julie Grobbelaar (Sciences /Maths)

Barna Marlak Sub school

Koobalong Advisor

Gurmayll Kaur/Steph Jovanovic (Maths/Sci)

Noorn Advisor

Rebecca Wraight/Danna Checksfield(Humanities/
Generalist)

Kwenda Advisor

Marie O'Dwyer/Kirsty Williams

Karda Advisor

Antony Pritchard/Michelle Langley

Bindi Bindi Advisor

Steph Jovanovic/Andrew Wollstein

Design & Technologies

Tony Gillespie

Music Teacher

Marie O'Dwyer

Education Assistant

Louise Lawrence/Dianne Thompson/Martin
Ingledew

Indonesian

Pania Reynolds (PS) / Gurmayll Kaur (AP)



STAFF RETENTION AND SATISFACTION

Staff took 50.32% of their eligible sick leave in 2023 compared to 66.27% in 2022, and the number of Long Service Leave days taken in 2023 was 139.

A number of staffing changes occurred during the year. These included three administration positions, both Adolescent Program sub-school Program Coordinators and the appointment of a new Business Manager in November. The continued smooth running of both the administration and the Adolescent Program was a testament to the strong teams that have been developed. Staffing was also impacted as Tony Gillespie, Deb Dwyer, Venus Olsen, Andrew Woolstein and Orla Dineen took well-deserved Long Service Leave.

In 2023 a whole staff survey was undertaken with the purpose to explore job satisfaction, ensure all members had the ability to make a difference and had a long-term commitment to the school. Results show Work/life balance, WH&S, Empowerment and Team Leadership were the key areas of satisfaction, and our high rate of staff retention is testament to personal job satisfaction. Communication needs additional focus. The implementation of the TASS Staff Kiosk module provides a comprehensive tool to enable improved communication, as staff receive daily updates on this platform. It is also supported by regular staff meetings, an open-door policy of management and a clear whole school planning.

Through 2023 all staff undertook Performance Management identifying areas they would like support in to improve their performance. This process along with the implementation of the Genuine Montessori Pathway for collaborative school planning, consolidated staff as a team working independently to achieve a whole. All academic and administrative staff enjoy a high level of respect from both the parents and students in the school community.

PROFESSIONAL LEARNING BUDGET

Total funds expended on teacher professional learning in 2023 amounted to \$121,662.00.

Activity	Provider	Staff	Hours	No. of staff
Term 1				
TASS training	The Alpha School System	Administrative Staff Leadership team	14 hours	8
Special needs supports	Down South Pty Ltd	CH and LP Teachers	2 hours	20
Restorative Practices (conflict resolution)	School psychologist and RP support team	UP and AP teachers	12 hours	25
Montessori Maths	Montessori Institute	Education Assistants	6 hours	10
Term 2				
Neuro diversity in a Montessori Environment	Aleks Zajac	Teachers and EA's	3 hours	50
Indigenous Perspectives	Montessori Teachers Association	Teachers and EA's	3 hours	50
Term 3				
Mandatory Reporting	On line	Teachers	1 hour	35
Youth Mental First Aid	School Psychologist	UP and AP teachers	12 hours	25
Transparent Classroom	Associate Principals	CH and LP teachers	4 hours	20
Unpacking specialist diagnostic reports	Down South Therapy	CH and LP teachers	2 hours	20
Term 4				
First Aid	St John's	Teachers and EA's	6 hours	55

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